

**FY 2013
COMPREHENSIVE BUDGET REVIEW
MUNICIPAL COURTS
CITY ATTORNEY'S OFFICE DATA
ENTRY SECTION**

*Analysis,
Observations,
Recommendations*

15 July 2013

CITY OF SAN ANTONIO
OFFICE OF MANAGEMENT & BUDGET

innovation
—AND REFORM—

PROJECT SUMMARY

- Innovation collaborated with Municipal Courts to review court processes (Oct 2012-Jan 2013)
 - Innovation Team members Catherine Tkachyk, Daniel Fischhoff and Jose De La Cruz worked with MC staff and reviewed progress weekly with Presiding Judge Bull and Court Clerk Fred Garcia
- Primary project objectives included:
 - Improve and modernize Court processes to take advantage of technology investments
 - Increase flexibility of Court staffing model to accommodate customer usage
- Outcomes
 - Improvements decrease process steps by 25% and decrease customer time in Court by 30%
 - \$1 M savings in FY 2014
 - Reduce 26 staff



MUNICIPAL COURT VISION

Previous COSA Court Process

Customer



Everyone goes to Court

Process



Everything on paper & in file cabinets

Work



Clerks handle most of paperwork

Current COSA Court Process

Customer



Cases handled in person, by mail & over internet

Process



Transition to paperless case management system

Work



- Judges handle most of case management work on computer
- Clerks trained in single area

Modern COSA Court Process

Customer



Most cases handled outside court building (mail, internet, kiosk)

Process



Fully paperless system

Work



Fewer number of Clerks with more flexibility to handle a larger variety of cases

MUNICIPAL COURT ACTIVITY IS DOMINATED BY TRAFFIC TICKETS

Scope

Background

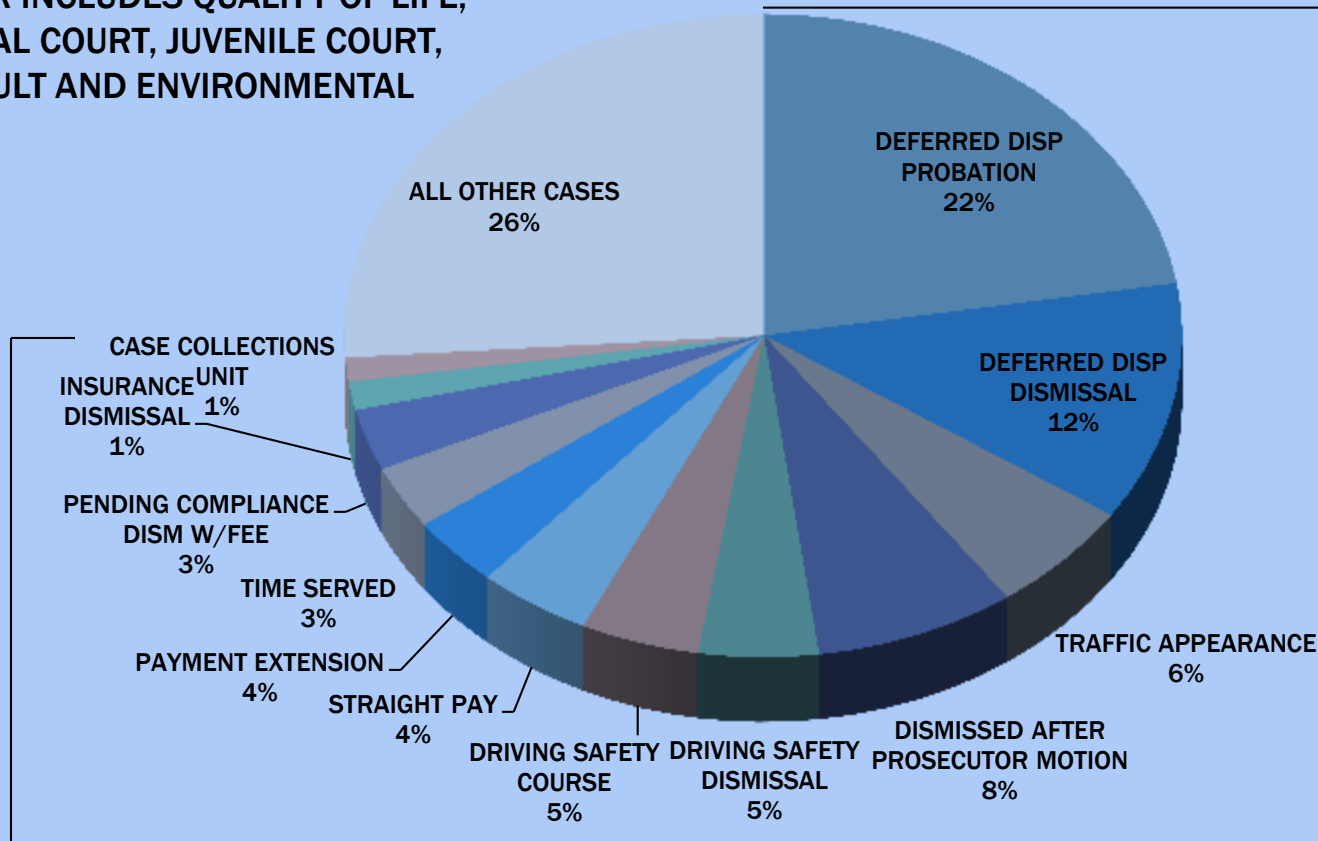
Methodology

Recommendations

Results

Cases Processed by Municipal Court in 2012 Total 302 K

OTHER INCLUDES QUALITY OF LIFE,
ANIMAL COURT, JUVENILE COURT,
ASSAULT AND ENVIRONMENTAL



**74% of
2012 Cases
fell into
Traffic
Categories**

PROCESS MAPPING & STATISTICS

Scope

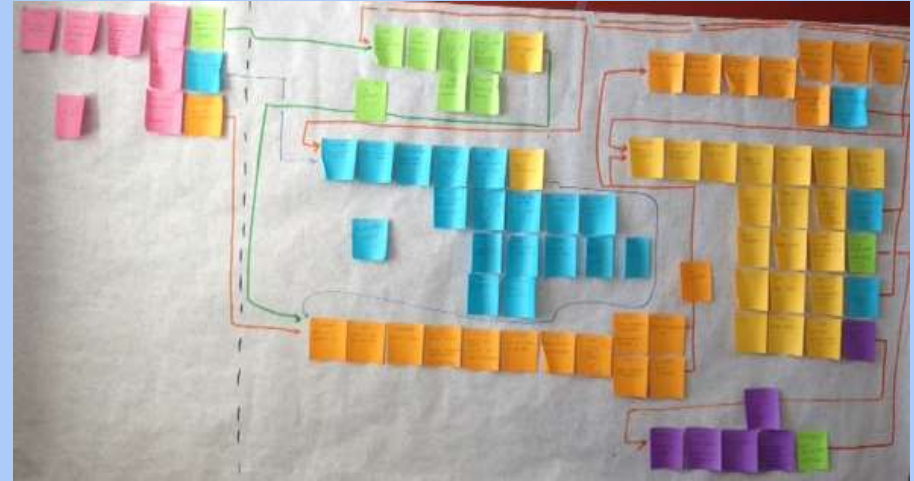
Background

Methodology

Recommendations

Results

- Observe processes
- Use Lean-Six Sigma tools to evaluate
- Visit other Courts
- Map out current process step by step
- Review maps with staff
- Update process to eliminate unnecessary steps
- Analyze changes in processes for potential savings



CURRENT STATE				FUTURE STATE			
Step Number	Step Description	Current State	Future State	Step Number	Step Description	Current State	Future State
1	Customer arrives at the court	15	15	1	Customer arrives at the court	15	15
2	Customer checks in at the desk	10	10	2	Customer checks in at the desk	10	10
3	Customer waits for the judge	15	15	3	Customer waits for the judge	15	15
4	Customer is called to the courtroom	10	10	4	Customer is called to the courtroom	10	10
5	Customer enters the courtroom	10	10	5	Customer enters the courtroom	10	10
6	Customer stands at the counsel table	10	10	6	Customer stands at the counsel table	10	10
7	Customer waits for the judge to speak	10	10	7	Customer waits for the judge to speak	10	10
8	Customer speaks to the judge	10	10	8	Customer speaks to the judge	10	10
9	Customer waits for the judge to finish	10	10	9	Customer waits for the judge to finish	10	10
10	Customer leaves the courtroom	10	10	10	Customer leaves the courtroom	10	10
11	Customer exits the court building	10	10	11	Customer exits the court building	10	10
12	Customer returns to the court	10	10	12	Customer returns to the court	10	10
13	Customer checks in at the desk	10	10	13	Customer checks in at the desk	10	10
14	Customer waits for the judge	10	10	14	Customer waits for the judge	10	10
15	Customer is called to the courtroom	10	10	15	Customer is called to the courtroom	10	10
16	Customer enters the courtroom	10	10	16	Customer enters the courtroom	10	10
17	Customer stands at the counsel table	10	10	17	Customer stands at the counsel table	10	10
18	Customer waits for the judge to speak	10	10	18	Customer waits for the judge to speak	10	10
19	Customer speaks to the judge	10	10	19	Customer speaks to the judge	10	10
20	Customer waits for the judge to finish	10	10	20	Customer waits for the judge to finish	10	10
21	Customer leaves the courtroom	10	10	21	Customer leaves the courtroom	10	10
22	Customer exits the court building	10	10	22	Customer exits the court building	10	10
23	Customer returns to the court	10	10	23	Customer returns to the court	10	10
24	Customer checks in at the desk	10	10	24	Customer checks in at the desk	10	10
25	Customer waits for the judge	10	10	25	Customer waits for the judge	10	10
26	Customer is called to the courtroom	10	10	26	Customer is called to the courtroom	10	10
27	Customer enters the courtroom	10	10	27	Customer enters the courtroom	10	10
28	Customer stands at the counsel table	10	10	28	Customer stands at the counsel table	10	10
29	Customer waits for the judge to speak	10	10	29	Customer waits for the judge to speak	10	10
30	Customer speaks to the judge	10	10	30	Customer speaks to the judge	10	10
31	Customer waits for the judge to finish	10	10	31	Customer waits for the judge to finish	10	10
32	Customer leaves the courtroom	10	10	32	Customer leaves the courtroom	10	10
33	Customer exits the court building	10	10	33	Customer exits the court building	10	10
34	Customer returns to the court	10	10	34	Customer returns to the court	10	10
35	Customer checks in at the desk	10	10	35	Customer checks in at the desk	10	10
36	Customer waits for the judge	10	10	36	Customer waits for the judge	10	10
37	Customer is called to the courtroom	10	10	37	Customer is called to the courtroom	10	10
38	Customer enters the courtroom	10	10	38	Customer enters the courtroom	10	10
39	Customer stands at the counsel table	10	10	39	Customer stands at the counsel table	10	10
40	Customer waits for the judge to speak	10	10	40	Customer waits for the judge to speak	10	10
41	Customer speaks to the judge	10	10	41	Customer speaks to the judge	10	10
42	Customer waits for the judge to finish	10	10	42	Customer waits for the judge to finish	10	10
43	Customer leaves the courtroom	10	10	43	Customer leaves the courtroom	10	10
44	Customer exits the court building	10	10	44	Customer exits the court building	10	10
45	Customer returns to the court	10	10	45	Customer returns to the court	10	10
46	Customer checks in at the desk	10	10	46	Customer checks in at the desk	10	10
47	Customer waits for the judge	10	10	47	Customer waits for the judge	10	10
48	Customer is called to the courtroom	10	10	48	Customer is called to the courtroom	10	10
49	Customer enters the courtroom	10	10	49	Customer enters the courtroom	10	10
50	Customer stands at the counsel table	10	10	50	Customer stands at the counsel table	10	10
51	Customer waits for the judge to speak	10	10	51	Customer waits for the judge to speak	10	10
52	Customer speaks to the judge	10	10	52	Customer speaks to the judge	10	10
53	Customer waits for the judge to finish	10	10	53	Customer waits for the judge to finish	10	10
54	Customer leaves the courtroom	10	10	54	Customer leaves the courtroom	10	10
55	Customer exits the court building	10	10	55	Customer exits the court building	10	10
56	Customer returns to the court	10	10	56	Customer returns to the court	10	10
57	Customer checks in at the desk	10	10	57	Customer checks in at the desk	10	10
58	Customer waits for the judge	10	10	58	Customer waits for the judge	10	10
59	Customer is called to the courtroom	10	10	59	Customer is called to the courtroom	10	10
60	Customer enters the courtroom	10	10	60	Customer enters the courtroom	10	10
61	Customer stands at the counsel table	10	10	61	Customer stands at the counsel table	10	10
62	Customer waits for the judge to speak	10	10	62	Customer waits for the judge to speak	10	10
63	Customer speaks to the judge	10	10	63	Customer speaks to the judge	10	10
64	Customer waits for the judge to finish	10	10	64	Customer waits for the judge to finish	10	10
65	Customer leaves the courtroom	10	10	65	Customer leaves the courtroom	10	10
66	Customer exits the court building	10	10	66	Customer exits the court building	10	10
67	Customer returns to the court	10	10	67	Customer returns to the court	10	10
68	Customer checks in at the desk	10	10	68	Customer checks in at the desk	10	10
69	Customer waits for the judge	10	10	69	Customer waits for the judge	10	10
70	Customer is called to the courtroom	10	10	70	Customer is called to the courtroom	10	10
71	Customer enters the courtroom	10	10	71	Customer enters the courtroom	10	10
72	Customer stands at the counsel table	10	10	72	Customer stands at the counsel table	10	10
73	Customer waits for the judge to speak	10	10	73	Customer waits for the judge to speak	10	10
74	Customer speaks to the judge	10	10	74	Customer speaks to the judge	10	10
75	Customer waits for the judge to finish	10	10	75	Customer waits for the judge to finish	10	10
76	Customer leaves the courtroom	10	10	76	Customer leaves the courtroom	10	10
77	Customer exits the court building	10	10	77	Customer exits the court building	10	10
78	Customer returns to the court	10	10	78	Customer returns to the court	10	10
79	Customer checks in at the desk	10	10	79	Customer checks in at the desk	10	10
80	Customer waits for the judge	10	10	80	Customer waits for the judge	10	10
81	Customer is called to the courtroom	10	10	81	Customer is called to the courtroom	10	10
82	Customer enters the courtroom	10	10	82	Customer enters the courtroom	10	10
83	Customer stands at the counsel table	10	10	83	Customer stands at the counsel table	10	10
84	Customer waits for the judge to speak	10	10	84	Customer waits for the judge to speak	10	10
85	Customer speaks to the judge	10	10	85	Customer speaks to the judge	10	10
86	Customer waits for the judge to finish	10	10	86	Customer waits for the judge to finish	10	10
87	Customer leaves the courtroom	10	10	87	Customer leaves the courtroom	10	10
88	Customer exits the court building	10	10	88	Customer exits the court building	10	10
89	Customer returns to the court	10	10	89	Customer returns to the court	10	10
90	Customer checks in at the desk	10	10	90	Customer checks in at the desk	10	10
91	Customer waits for the judge	10	10	91	Customer waits for the judge	10	10
92	Customer is called to the courtroom	10	10	92	Customer is called to the courtroom	10	10
93	Customer enters the courtroom	10	10	93	Customer enters the courtroom	10	10
94	Customer stands at the counsel table	10	10	94	Customer stands at the counsel table	10	10
95	Customer waits for the judge to speak	10	10	95	Customer waits for the judge to speak	10	10
96	Customer speaks to the judge	10	10	96	Customer speaks to the judge	10	10
97	Customer waits for the judge to finish	10	10	97	Customer waits for the judge to finish	10	10
98	Customer leaves the courtroom	10	10	98	Customer leaves the courtroom	10	10
99	Customer exits the court building	10	10	99	Customer exits the court building	10	10
100	Customer returns to the court	10	10	100	Customer returns to the court	10	10

RECOMMENDATION 1: IMPLEMENT LEAN COURT OPERATIONS

Scope

Background

Methodology

Recommendations

Results

■ *Observations*

- Current process has not been fully updated to take advantage of new technology
- Staff and customers go through unnecessary steps during the process
- Judge's handle all cases except for straight pay & defensive driving

■ *Recommendations*

- Consolidate administrative functions at a customer service center in front of the building
- Delegate additional document approvals to the Court Clerks reducing the number of cases going to the courtroom area

■ *Outcome*

- Customers spend 30% less time in Court
- Decrease staff process steps by 25%



RECOMMENDATION 2: CONSOLIDATE CLERK FUNCTIONS

Scope

Background

Methodology

Recommendations

Results

■ *Observations*

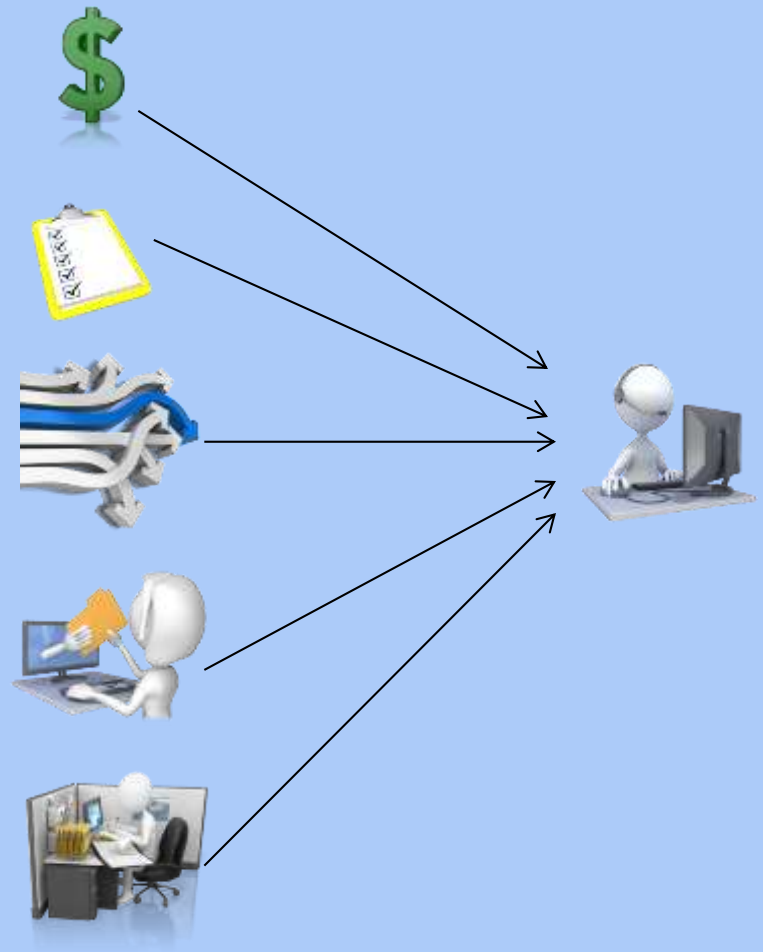
- Multiple levels of clerks with job duties not tied to position level
- Clerks are only trained for job duties in area where they work (ex. Cashier, Processing Center, Courtroom)

■ *Recommendations*

- Collapse position level to Deputy Court Clerk and cross train all clerks across all divisions
- Right-size positions according to workload and new process

■ *Outcome*

- Reduce 12 positions



RECOMMENDATION 3: INTEGRATE DATA ENTRY FROM CITY ATTORNEY STAFF

Scope

Background

Methodology

Recommendations

Results

■ *Observations*

- Data Entry currently resides in City Attorney's Office which disconnects process flow and communication
- Process for tickets with mistakes or missing information takes too long to complete
- No current performance metrics for staff
- Not actively tracking and working to resolve e-ticket errors

■ *Recommendation*

- Reorganize data entry staff under Municipal Court and coordinate processes
- Include positions in consolidation of Court clerk functions
- Introduce performance metrics for staff
- Begin process to track and resolve e-ticket errors

■ *Outcome*

- Reduce 2 positions

RECOMMENDATION 4: MAGISTRATION

Scope

Background

Methodology

Recommendations

Results

■ *Observations*

- Current process has not been fully updated to take advantage of new technology
- New Court technology (video courts) has led to an ability to see customers at a quicker pace than before
- Clerk positions in Magistration require a higher skill set

■ *Recommendation*

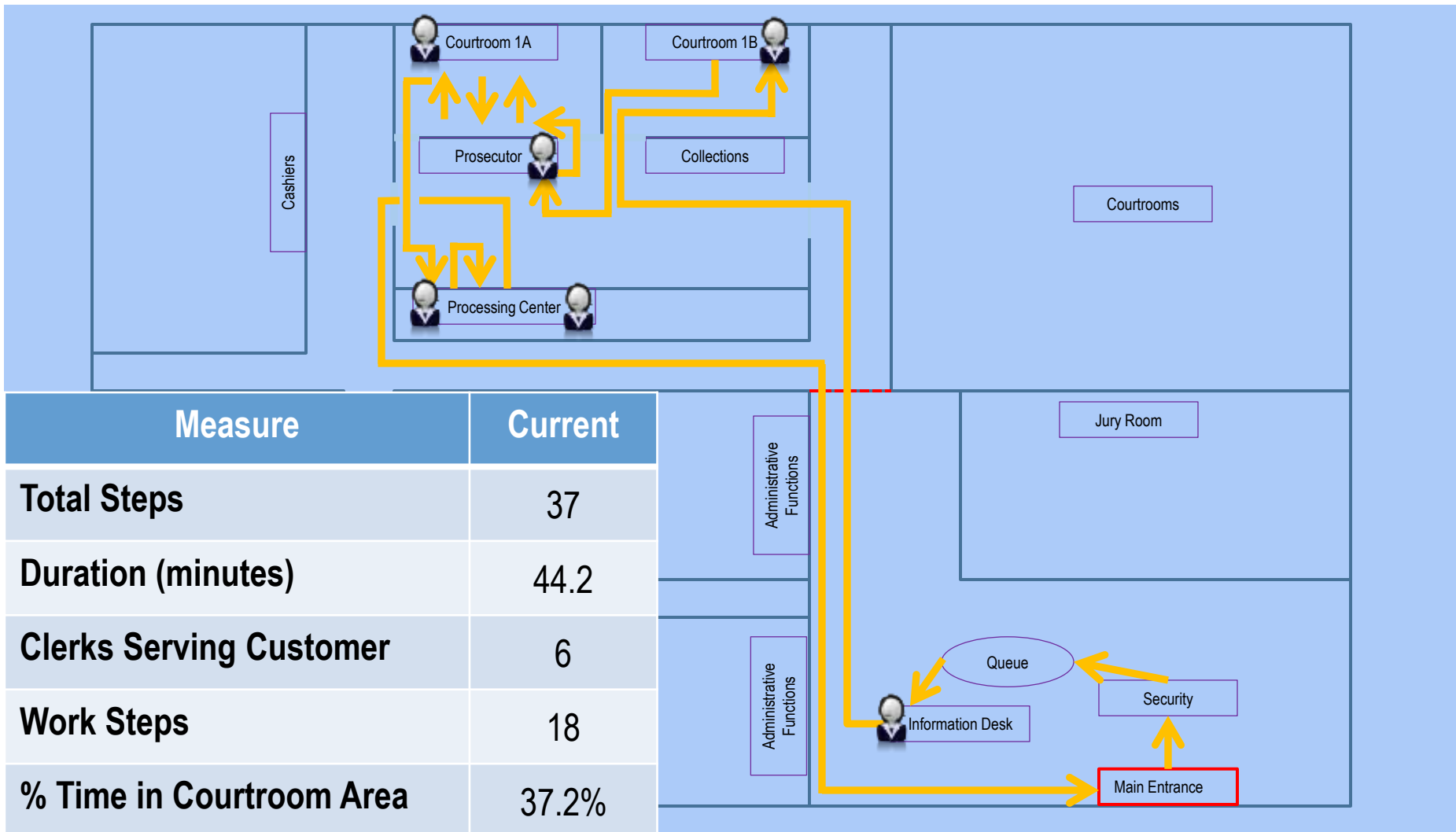
- Collapse position level to Warrant Officer and cross train all employees in Magistration
- Right-size positions according to workload and new process

■ *Outcome*

- Reduce 12 positions

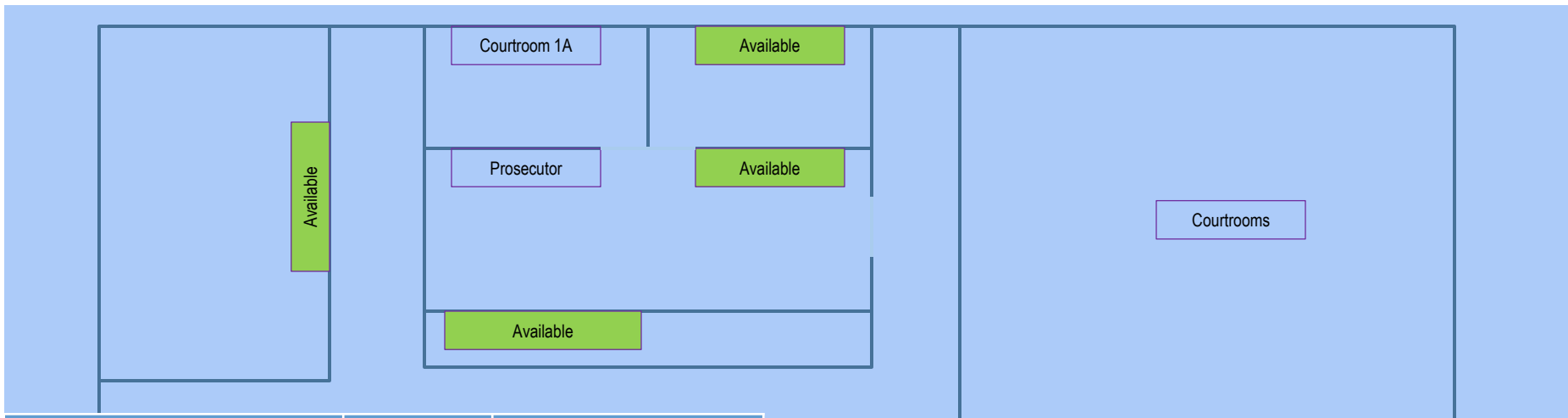
EXAMPLE: DRIVING SAFETY COURSE/ VERIFY INSURANCE CURRENT STATE

Scope	Background	Methodology	Recommendations	Results
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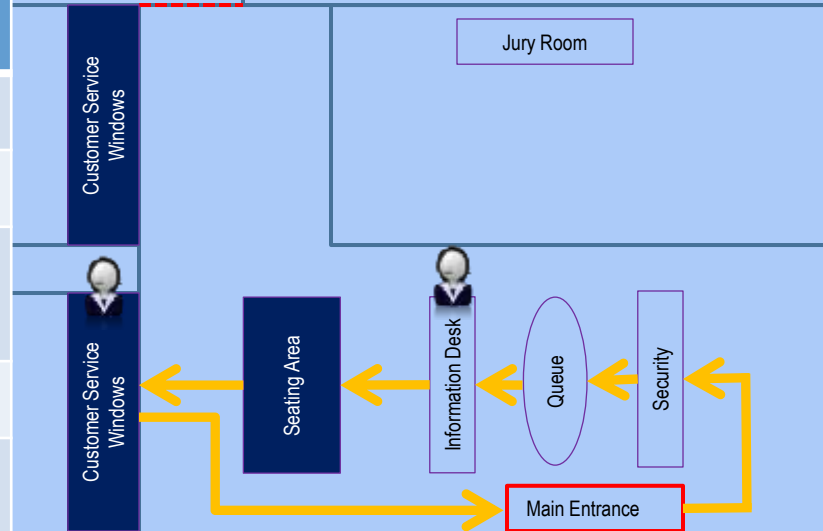


EXAMPLE: DRIVING SAFETY COURSE/ VERIFY INSURANCE FUTURE STATE

Scope	Background	Methodology	Recommendations	Results
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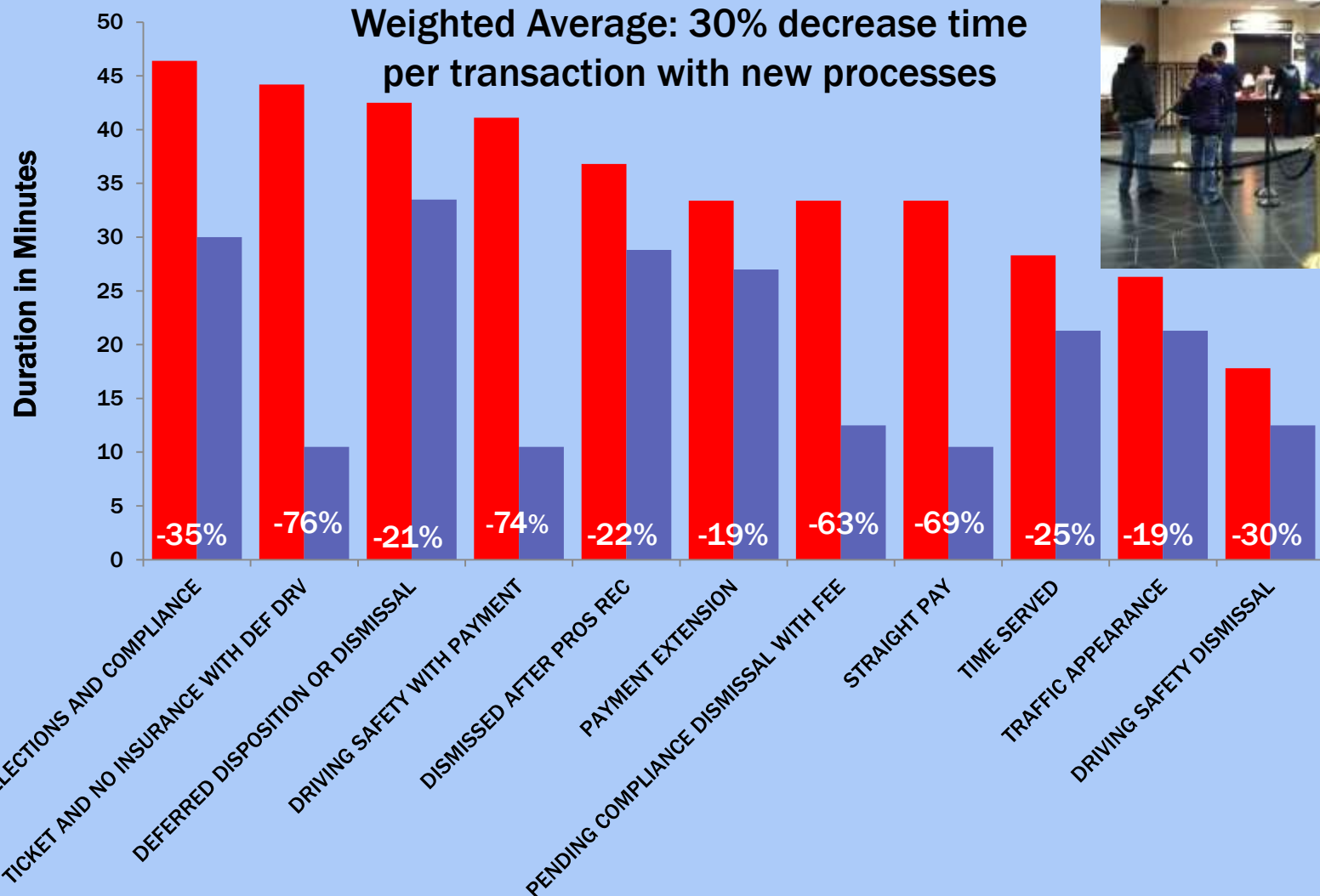


Measure	Future	Improvement
Total Steps	7	81%
Duration (minutes)	10.5	76%
Clerks Serving Customer	2	67%
Work Steps	4	78%
% Time in Courtroom Area	0	100%



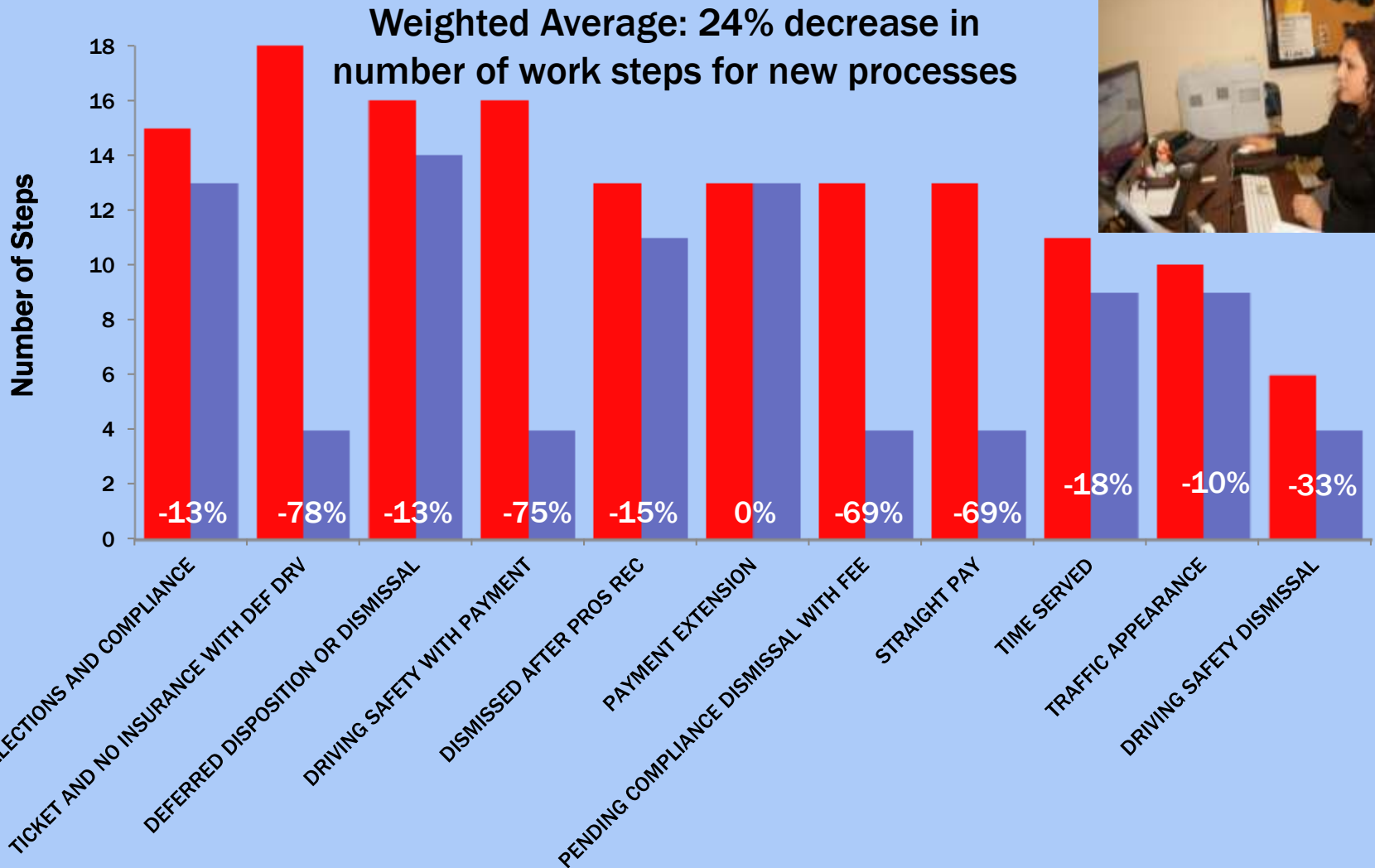
CUSTOMER TRANSACTION TIME – CURRENT VS. FUTURE STATE

Scope	Background	Methodology	Recommendations	Results
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STAFF WORK STEPS – CURRENT VS. FUTURE STATE

Scope	Background	Methodology	Recommendations	Results
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RESULTS – STAFFING LEVEL

Scope

Background

Methodology

Recommendations

Results

- **New streamlined process:**
 - Customers spend 30% less time in Court
 - Decrease staff process steps by 25%
- **Savings: \$1 million**
- **Total positions reduced: 26 positions**
 - Reduce courtroom clerks by net 12 positions
 - Combine Data Entry staff from City Attorney's Office with Municipal Court & reduce by 2 positions
 - Reduce 12 positions for Magistration

NEXT STEPS

Scope

Background

Methodology

Recommendations

Results

- **Implementation:**
 - **Coordination with HR for Clerk cross-training and application process**
 - **Modifications for Customer Service Center in the front of the facility**
- **Follow-up and Implementation verification**

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